

Contribution Framework 2.0

Achieving high performance one conversation at a time

Setting Meaningful Goals & Objectives



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Goals & Objectives

What is a goal?

A goal is a result that your plans or actions are intended to achieve. These can be business/ team goals that individual objectives will contribute to. Goals tend to be bigger, longer term and relate to more strategic work changes. They are positively stated i.e. they focus on what you want, not on what you don't want.

What is an objective?

An objective is a specific statement of activity that clearly describes what you need to do to succeed in support of an overall goal. Objectives are usually shorter term, tactical and serve as milestones on the way to achieving a goal.

Goals without objectives remain pipe dreams
Objectives without goals have no context or purpose
Without a goal, you might achieve your objectives but end up somewhere other than you want to be

Why is it hard to set meaningful objectives?

- They can be difficult to capture at an individual level
- Annual objectives can be inflexible in terms of responding to fast changing environments and can become irrelevant at the point of review
- Many objectives fall short of SMART criteria
- They can be time consuming and difficult to achieve sensibly in practice
- Often they don't encourage collaboration or contribution to team working

Why are objectives important?

For the individual

- Helps us understand what we are supposed to be doing
- Describes what we are expected to achieve
- Helps us plan the resources that we need and the tasks that we have to carry out
- Helps us to prioritise and focus
- Helps us to measure our own success

For the organisation

- Keeps the focus on results against key priorities, which is ultimately benefits our patients
- Ensures a forward focus looking to continually improve and innovate
- Increased engagement, as staff know what's expected of them at work

Research shows that the majority of people want to know why they are doing what they are doing and how their tasks and projects are contributing to the success of the team/organisation. These findings also tells us that they want to know how well they are doing against these objectives – see *effective feedback Toolkit and Master Class*.

However, despite this the research showed that on average **93%** of staff claim they are unclear on organisation goals and how they contribute toward achieving those goals.



What's the impact if we don't have objectives?

- Lack of focus
- De-motivation
- Slippage of project work
- Misunderstanding about what is important leading to poor prioritization
- Change takes longer than it should or does not happen at all
- Hard to manage poor performance if there is no benchmark against which to assure me what has been achieved
- Hard to measure success

Questions for reflection:

- How clear do you feel on how you contribute to the NCA/ Care Organisation mission and objectives?
- How often do you find yourself busy, but with meaningless tasks?

Fundamentals of Successful Objectives

- The individual needs to be able to do the work; people can't achieve a goal that is not within their scope of influence or current capability.
- They must have the tools, resources, and access required to get the work done.
- Expectations must be well-defined, and the employee must have sufficient time to meet milestones.
- Goals must be reasonable. The challenge of a stretch goal can be invigorating; an impossible target will certainly be frustrating and can be demoralizing.
- CF2 Coaches must be prepared to offer guidance and coaching.

SMART Objectives

Well written objectives are the catalyst for high performance. The SMART framework is a well-known acronym for ensuring that goals are set effective, meaningful way.



Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.

SMART Objectives Planning Tool

Step 1: Write down your goal in as few words as possible.

My goal is to:

Step 2: Make your goal detailed and SPECIFIC. Answer who/what/where/how/when.

HOW will you reach this goal? List at least 3 action steps you'll take (be specific):

- 1.
- 2.
- 3.

Step 3: Make your goal MEASURABLE. Add details, measurements and tracking details.

I will measure/track my goal by using the following numbers or methods:

I will know I've reached my goal when:

Step 4: Make your goal ATTAINABLE. What additional resources do you need for success?

Items I need to achieve this goal:

How I'll find the time:

Things I need to learn more about:

People I can talk to for support:

Step 5: Make your goal RELEVANT. List why you want to reach this goal:

Step 6: Make your goal TIMELY. Put a deadline on your goal and set some benchmarks.

I will reach my goal by (date):

My halfway measurement will be:

on date:

Additional dates and milestones I'll aim for:

Performance vs. Development Objectives

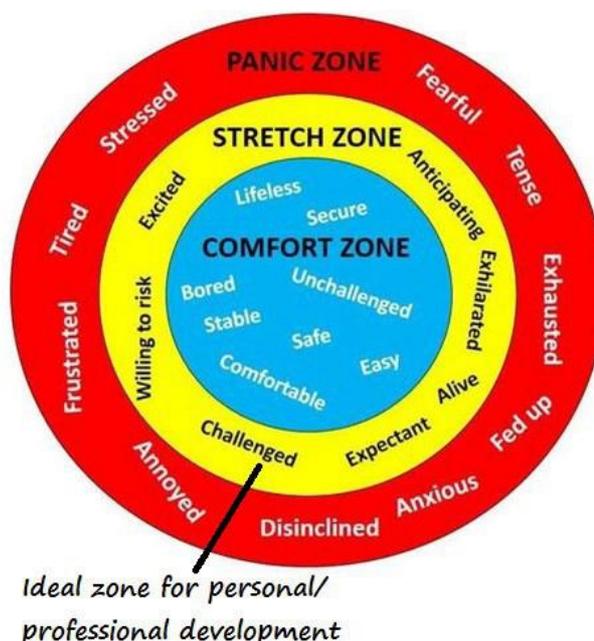
Performance Objectives

- Relate to the golden thread and NCA values
- Focus on the critical aspects of the role and reflect JDs

Development Objectives

- The skills, knowledge and behaviour needed to achieve performance objectives.
- Consider the strengths and knowledge that could be shared in teams
- Support the individual in achieving their career aspirations

Objectives should be set unique to each individual, taking into account their strengths, development areas and potential. Objectives should push an individual into their 'stretch zone', to facilitate their development and growth. Be aware of making objectives too challenging and pushing the individual into their 'panic zone'. This will affect their confidence and may affect their performance. Objectives that are not challenging enough can have an equally negative impact on the individual, affecting their drive and motivation. Regular dialog with your CF2 Coachee to check in with how they are finding their objectives is important.



Coaching for effective objective setting

See *Coaching Conversations Toolkit & Master Class* for more on coaching skills.

The GROW model offers a highly useful set of probes to enable the individual to have a meaningful input into the setting of their own objectives.

G – GOAL

- What is it you would like to focus on?
- What would you like to achieve?
- What would you like to happen that is not happening now?
- How would you know you were being successful if you achieved your goal?
- How could you break this goal down into manageable chunks?
- What are all the things that would need to be done to achieve the goal?

R – REALITY

- What is happening at the moment to derail your progress toward the goal?
- When and how often does this happen? Be precise if possible.
- What effect does this have?
- What other factors are relevant?
- Who else is relevant?
- What is that person's perception of the situation?
- What have you tried so far?
- What else is conflicting with achieving the goal?

O – OPTIONS

- What possibilities for action do you see? Don't worry about how realistic they are at this stage.
- Who might be able to help?
- Which options do you like the most?
- What are the benefits and pitfalls of these options?
- Which options are of interest to you?
- Rate from 1 to 10 your assessment of the practicality of each of these options.
- Would you like to choose an option to act on?

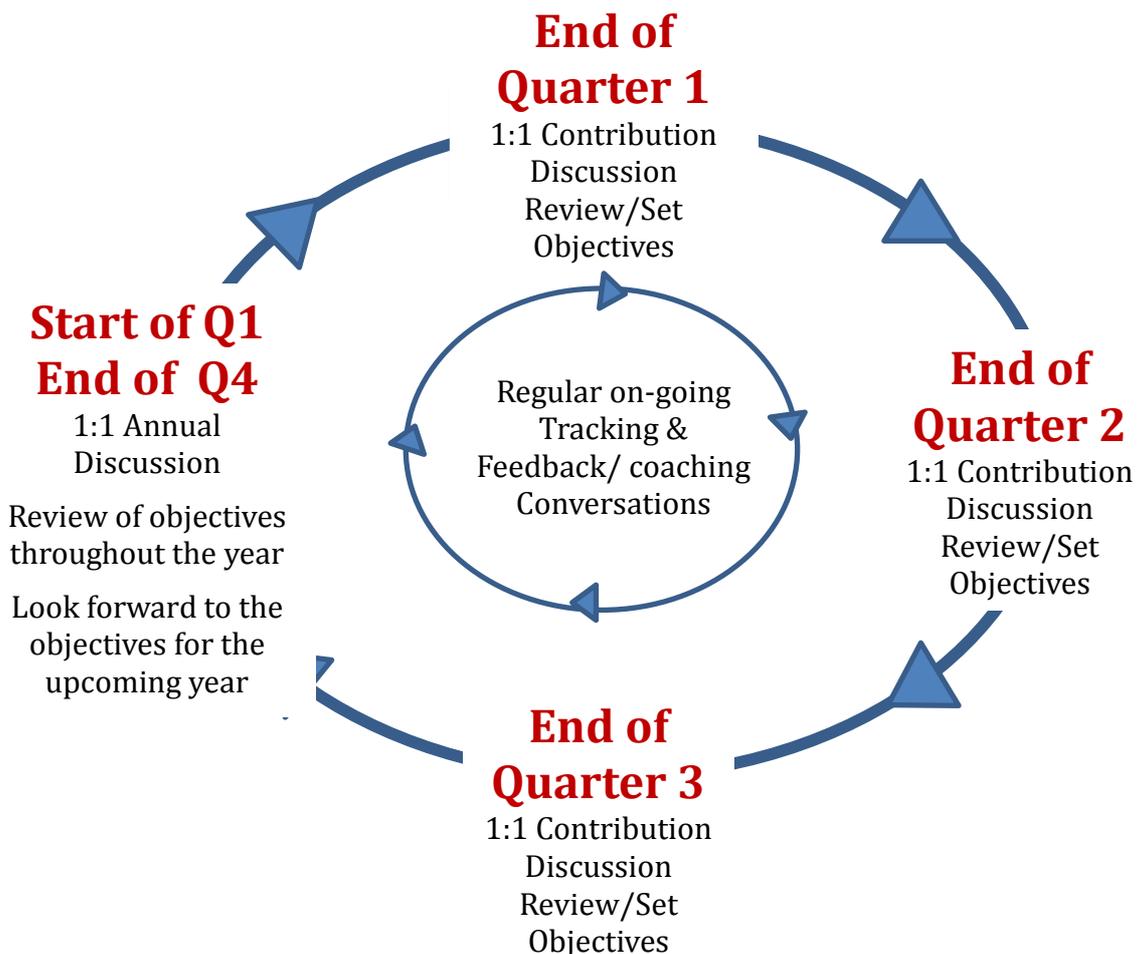
W – WILL / WAY FORWARD

- What are your next steps?
- Precisely when will you take them?
- What might get in the way?
- What support do you need?
- Can you see some real benefit coming from this for yourself and others?
- Are you excited by the prospect?

CF2 Cycle for Regular Reviews of Objectives

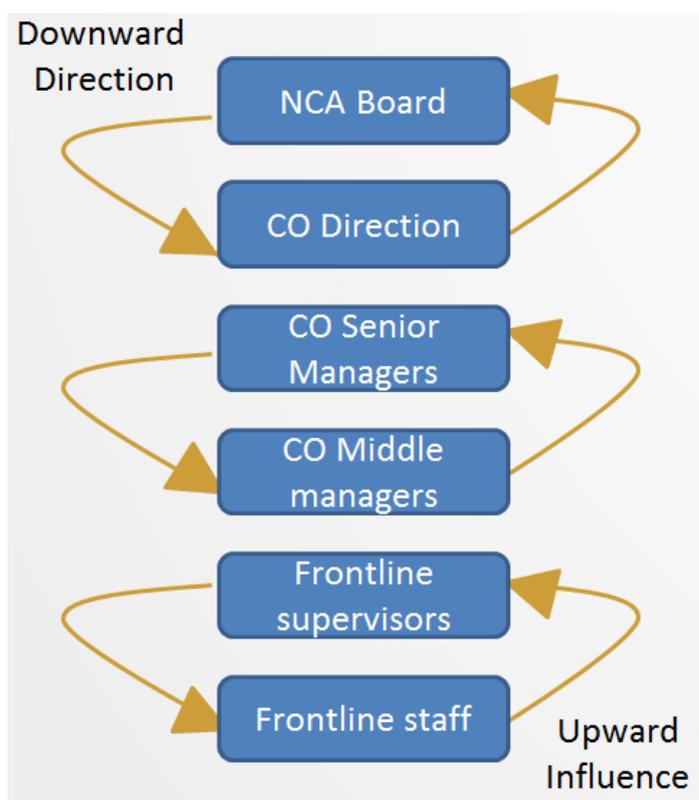
A fundamental difference in CF2, when compared to traditional appraisal approaches, is that objectives are set at beginning but then reviewed/adapted and updated on regular basis - NOT just once or twice a year. This enables increased flexibility for the objectives to adapt with the fast-changing environment.

Objectives can be set on a quarterly basis, for example with shorter project goals or work milestones, focusing more on establishing near term priorities and achievement of team goals. When shorter timescales are set, the objectives are more relevant to fast changing situations and encourage agility and flexibility in focus and in learning. Where this approach has been adopted it enables people to work on shorter, more manageable timescales, which it itself provides more regular motivating feedback from achievement. It also encourages people to be ready to flex their focus more quickly to changing demands throughout the year. Fewer problems seem to emerge as performance problems are dealt with in real time rather than at an annual review.



The Golden Thread

Objective setting can enable a clear line of sight to be established from the Board's annual objectives/strategy right through to the individual's objectives, enabling everyone to see how they can contribute to the organisation's goals for the year. High performance is strongly linked to having a clear sense of the organisation's purpose and the role that the individual has in achieving this. Cascaded objectives also enable the organisation to ensure that all parts are working to deliver the whole for the year through appropriate setting of priorities.



Roles & Responsibilities

CF2 Ambassador

All staff who are within -1 and -2 levels of the Board are CF2 Ambassadors

- Ensure meaningful cascade of the golden thread in a timely fashion upon the release of the NCA/Care Organisation annual corporate objectives.

CF2 Coach

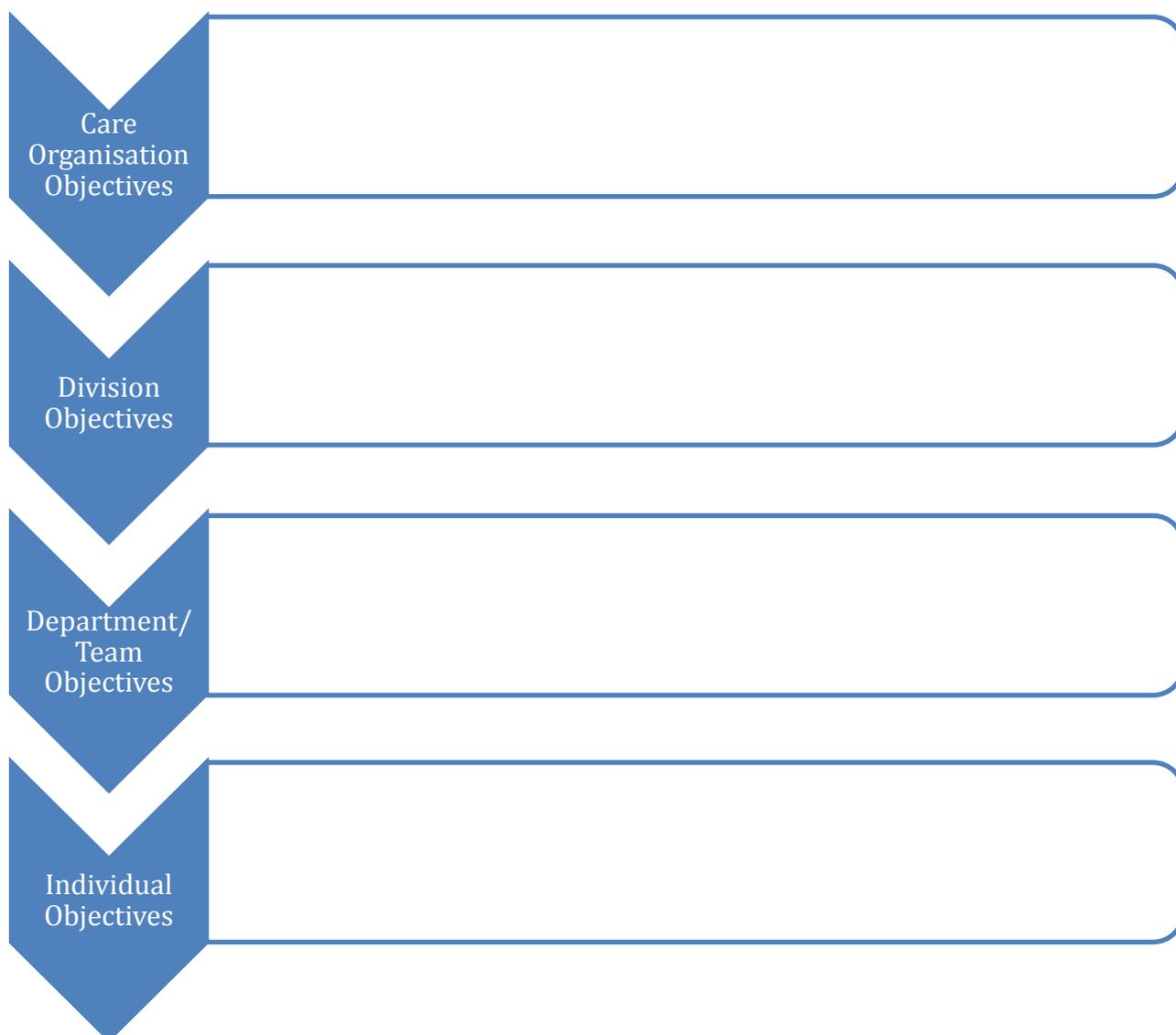
- Translate team objectives (cascaded through the golden thread) into meaningful individual objectives
- Ensure individuals know what is expected of them

- Provide guidance on Personal Development
- Give open, honest and on-going feedback

CF2 Coachee

- Develop understanding of role
- Know what is expected of you
- Discuss strengths & weaknesses
- Share views on future development
- Commit to development

Golden Thread Planning Tool



Aligning Individual Objectives to a Team Goal

The process of objectives alignment provides checkpoints to assure that all members of a team—at any level—are working in parallel toward the achievement of a goal. This guides objective setting in the same direction so that every individual and team work purposefully toward meaningful contribution, as opposed to just working. Alignment keeps everyone on the same road and discourages the divergence and distraction that can derail progress towards achieving the golden thread.



Aligned Objectives Planning Tool

Individual goal:		➤	Team goal:
Individual goal:			